Service Alberta

Annual Report
2013-2014

Alberta
Government

Service Alberta

Annual Report
2013-2014

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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Fiscal Management Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 19 ministries.

The annual report of the Government of Alberta contains ministers' accountability statements, the consolidated financial statements of the province and *Measuring Up* report, which compares actual performance results to desired results set out in the government's strategic plan.

On December 6, 2013, the government announced new ministry structures. The 2013-14 ministry annual reports and financial statements have been prepared based on the new ministry structure.

This annual report of the Ministry of Service Alberta contains the Minister's accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan. This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Fiscal Management Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

Minister's Accountability Statement

The Ministry's annual report for the year ended March 31, 2014, was prepared under my direction in accordance with the *Fiscal Management Act* and the government's accounting policies. All of the government's policy decisions as at June 6, 2014 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

(Original signed by)

Doug Griffiths
Minister of Service Alberta

Message from the Minister

At Service Alberta, we have been hard at work modernizing the way we do business. Our goal is to provide the services citizens need at different stages in their lives in innovative and more convenient ways. I am pleased to report on a year of progress and accomplishment in 2013-14 that provided Albertans with even greater service and accountability.

Consumer protection is an important part of what we do. To better protect condominium owners, in 2013-14, we consulted with Albertans on the *Condominium Property Act*. To help homeowners rebuild in the post-flood, we canvassed door-to-door and delivered presentations and information sessions about prepaid contractors, home inspectors and residential tenancies.

We were proud to honour our military service men and women by introducing a new specialty licence plate, the Support Our Troops plate. A percentage of the revenue will go to the Support the Troops Foundation to help members of the Armed Forces and their families.

Evolving technology helps Service Alberta provide services in new ways. For example, in 2013-14, we launched the Open Data Portal to provide a single access point for all publicly available data collected by the provincial government.

To help our government deliver a new level of openness and accountability, we created the new salary and severance disclosure policy and website. We also consulted with Albertans as we began a review of the *Freedom of Information and Protection of Privacy Act*, known as FOIP, to keep it responsive to Albertan's expectations and needs.

Service Alberta plays a key role in driving innovation and modernization across the provincial government. I am confident this Ministry and its dedicated employees will continue to show leadership in delivering services more effectively and efficiently, in ways that best fit Albertans' lifestyles.

(Original signed by)

Doug Griffiths
Minister of Service Alberta

Management's Responsibility for Reporting

The executives of the Ministry have the primary responsibility and accountability for the Ministry. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of Service Alberta. Under the direction of the Minister, I oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliability – information agrees with underlying data and the sources used to prepare it.
- Understandability and Comparability – current results are presented clearly in accordance with the stated methodology and are comparable with previous results.
- Completeness – performance measures and targets match those included in Budget 2013.

As Deputy Minister, in addition to program responsibilities, I am responsible for the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the Province under Ministry administration;
- provide Executive Council, the President of Treasury Board, the Minister of Finance and the Minister of Service Alberta information needed to fulfill their responsibilities; and
- facilitate preparation of ministry business plans and annual reports required under the *Fiscal Management Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executives within the Ministry.

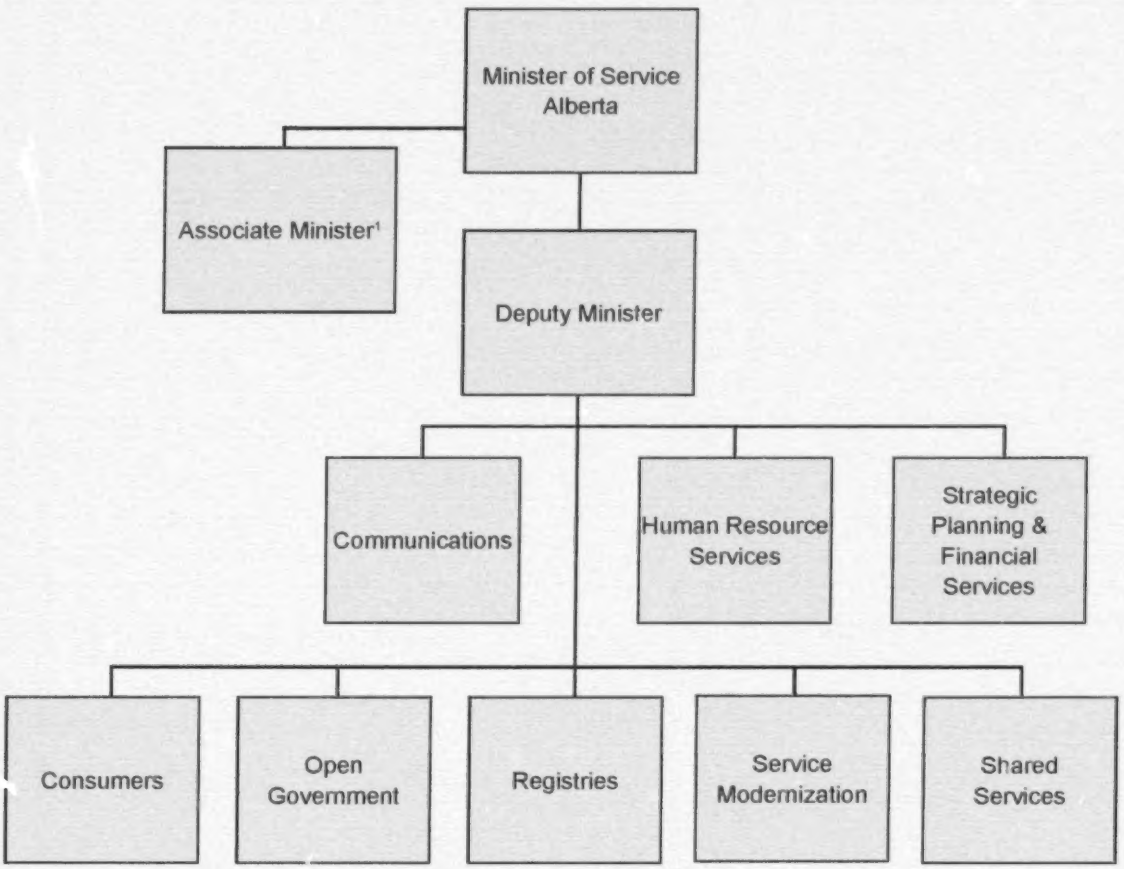
(Original signed by)

Annette Trimbee
Deputy Minister of Service Alberta
June 6, 2014

Results Analysis

Ministry Overview

Service Alberta Organizational Chart



[1]The Associate Minister of Accountability, Transparency and Transformation supports the Government of Alberta's actions to strengthen accountability and transparency by reviewing Alberta's *Freedom of Information and Protection of Privacy* legislation and developing transparency legislation.

SERVICE ALBERTA is uniquely positioned to be the government's solution provider and innovation centre. The Ministry:

- modernizes systems and processes to improve the delivery of government programs and services;
- drives transparency and accountability throughout the Alberta government;
- fosters new ways for Albertans to relate and interact with government;
- promotes openness by expanding public access to government data and information; and
- connects government with business.

In addition to capturing Albertan's most significant life events, the Ministry's registry activities underpin the Alberta economy. The Ministry further supports the economy and consumers by ensuring that the Alberta marketplace is open, secure and fair.

CONSUMERS supports a fair, effective marketplace for consumers and businesses by developing, administrating and enforcing consumer-related legislation. This division promotes consumer awareness and education for consumers and businesses concerning their rights and responsibilities. Consumers and businesses can access services directly and online. The division also:

- provides a fast, effective and low-cost option to resolve landlord and tenant disputes through the Residential Tenancy Dispute Resolution Service (RTDRS);
- offers a variety of consumer resources through consumer tips, infosheets and online consumer alerts promoting consumer and business awareness and education concerning their rights and responsibilities; and
- includes the Utilities Consumer Advocate which represents Albertans' interests in regulatory proceedings before the Alberta Utilities Commission and provides consumers with the information they need to make informed choices about how to purchase electricity and natural gas based on their individual needs.

QUICK FACTS for 2013-14

- Total visits to Service Alberta Consumer web pages and PDF views were over 2.8 million.
- RTDRS filed 8,647 applications and conducted 7,282 hearings.
- The Office of the Utilities Consumer Advocate handled almost 33,000 inquiries from Albertans.
- The Office of the Utilities Consumer Advocate represented Albertans in 60 regulatory hearings.
- There were 5,598 business, cemetery and charitable licences issued.

DID YOU KNOW?

This year the RTDRS achieved a milestone by filing the 50,000th application since inception (http://www.servicealberta.ca/rtdrs/).

OPEN GOVERNMENT enables the government to manage, protect, share and increasingly realize the full value of the government's information. This division:

- sets enterprise-wide direction for the management of one of the government's most important resources - its information;
- directs the corporate Open Government Program which enables the proactive release of government informaton and works to improve citizen consultation and engagement;
- administers Alberta's access and privacy legislation in both the public and private sectors and is responsible for ensuring the effective and consistent application of the *Freedom of Information and Protection of Privacy Act* for the Government of Alberta (GoA) through the Access and Privacy Office;
- provides the following registry services for Albertans: births, deaths, stillbirths, adoptions, legal changes of names and marriages; incorporation of a new business or non-profit organization; and recording financial interest in personal property;
- administers the GoA information management program including the Records Management Regulation and provides shared information management services to ministries;
- operates the Alberta Queen's Printer, the official source of Alberta's laws, the Alberta Gazette and legislative publications; and
- monitors and controls acquisition of prime agricultural and recreational land by non-Canadians through the Foreign Ownership of Land Regulations.

QUICK FACTS for 2013-14

- The division established the online course Managing Info @ Work, which was offered across the GoA, and was taken by 35 per cent of provincial government employees.
- The division reviewed 7,145 Foreign Ownership of Land transactions on controlled land.
- The division delivered the Freedom of Information and Protection of Privacy Training Program to more than 900 individuals from public bodies, including ministries, municipalities, school jurisdictions and support agencies.
- Active Records Services consolidated two Infrastructure file rooms into one location and reduced the total volume of holdings by 13 per cent.

DID YOU KNOW?
Albertans can access government data through an open data portal at http://data.alberta.ca/.

REGISTRIES is responsible for:

- providing Albertans with a range of information and services essential to their everyday life. Albertans receive the following services from the division: registration of land transactions, driver's licences and vehicle registrations;
- providing critical registry data to Albertans, Alberta businesses and government departments (municipal, provincial and federal), in order to carry out their business;

- maintaining confidence in the reliability, integrity and security of information housed within the government's registry systems;
- providing services directly, or working with Alberta's network of 226 private registry agents, to ensure products and services are readily available to Albertans;
- performing reviews of regulated consumer industries such as landlords, collection agencies and charitable organizations; and
- performing special investigations to ensure the integrity of Alberta's registries, and prevent identity and health care fraud.

Registry Services completed more than 17 million transactions through various delivery channels between the five registries: Motor Vehicles, Land Titles, Corporate Registry, Personal Property Registry and Vital Statistics.

QUICK FACTS for 2013-14

- Consumers Investigations Unit investigated 775 complaints and recovered more than $560,000 on behalf of Albertans.
- There were more than 4.7 million active licence plates registered in Alberta.
- There were more than 2.8 million licensed drivers aged 18 years or older.
- Land Titles & Surveys completed more than 1.2 million registrations and nearly 3.6 million searches.
- Consumers Investigations Unit investigations resulted in more than $146,000 in fines to unscrupulous businesses. As a result of other consumer investigations, nearly $3.8 million was returned to trust accounts held by businesses.

DID YOU KNOW?

The Consumer Investigations Unit works with aid agencies, local governments and businesses to educate and empower Albertans in times of crisis (http://www.servicealberta.ca/562.cfm).

SERVICE MODERNIZATION is responsible for leading cross-ministry initiatives and bringing government representatives together to promote a one-enterprise technology approach. This division is responsible for:

- fostering a consistent approach to decision-making and governance of information technology for the GoA. This includes authorizing and managing a framework for information technology policy for the enterprise, developing policy directives and facilitating investments in infrastructure technology programs and services;
- the GoA Domain Integration and Information and Communications Technology (ICT) initiatives, which aim to establish a shared technology environment and services across the GoA, including email, workstations, storage, network services and data centres;
- the advancement and refinement of the corporate information security program, and maintaining the government-wide Information Security Management Directives;
- the provision of information technology infrastructure and services, including hosting of corporate and ministry applications, and alternative information technology service delivery;

- leading the enterprise-wide standards program, which includes defining architecture and technology standards for the GoA;
- leading the Citizen Services Initiative, which provides Albertans convenient and easy access to government information and services via the GoA Programs and Services website (www.programs.alberta.ca);
- managing projects related to the modernization and renewal of GoA legacy applications, to improve access and availability of services to Albertans; and
- overseeing the Alberta SuperNet and Final Mile Rural Connectivity Initiatives that support the delivery of high-speed Internet to government buildings, libraries, schools, hospitals, muncipalities, and rural Alberta households and businesses.

QUICK FACTS for 2013-14

- The Program and Services website received more than 1.1 million visits and more than 2.4 million hits.
- Blocked 92 per cent of emails directed at the GoA that were spam or security threats.

DID YOU KNOW?
The Final Mile Rural Connectivity Initiative has enabled access to high-speed internet for over 98 per cent of Alberta households.

SHARED SERVICES provides administrative and financial shared services to the GoA. This division is responsible for:

- acquiring goods and related services that government programs require to meet their business needs; provides support and advice to departments in their procurement activities; and assists departments in meeting their trade agreement obligations;
- disposal of all government assets (excluding land/real estate) using multiple sales methods. Disposal value of surplus assets are maximized through cash and carry sales at Edmonton and Calgary locations, public tender and online public auctions;
- providing human resource services in the areas of employee payroll and benefits, and financial services in the areas of accounts payable, accounts receivable, crown debt collections, central electronic payments and capital asset management;
- managing the operation of several contact centres: Citizen Services 310-000; Consumers; Registries; Alberta Health Care; Parks Reservations; Tourism Planning; as well as the Provincial Radio Control Centre (monitoring the safety of remote workers throughout Alberta). The contact centres provide program information, referral and advice to Albertans;
- facilitating vehicle acquistions, managing the GoA fleet and administering the use of fleet vehicle service cards;
- managing government mail, courier, delivery and print services;
- coordinating government telecom, office equipment and identification card services; and

- managing the GoA's Enterprise Resource Planning for corporate finance and human resources information systems. The unit also provides solutions to ministries on enterprise application delivery, analytics, risk management and process improvements in alignment with the GoA strategic direction.

QUICK FACTS for 2013-14

- Printed 37.6 million pages (impressions) of material for ministries, directly and through contracted printers, enabling hundreds of government programs to communicate directly with Albertans.
- Handled 16.1 million envelopes and packages of government material, directly and through contractors, facilitating communication between Albertans and government programs and services.
- Managed 3,295 vehicles used by government employees, such as parks and forestry officers, social workers, highway patrol officers, and occupational health and safety inspectors to deliver services to Albertans.
- Handled 1.2 million calls through the contact centres.

DID YOU KNOW?
Albertans can purchase surplus government assets through an online auction website at http://surplus.gov.ab.ca/OnlineAuctions.aspx.

COMMUNICATIONS provides communications consultation, support and services to the Ministry.

HUMAN RESOURCE SERVICES develops and implements human resource planning initiatives, policies and programs. Human Resource Services oversees employee attraction and retention, occupational health and safety, employee learning and development, and workplace wellness and recognition.

STRATEGIC PLANNING & FINANCIAL SERVICES leads Service Alberta in planning and performance measurement, budgeting, forecasting and financial reporting. This unit ensures the Ministry's financial resource requirements are met by providing professional and quality financial processes and services. Typical activities include:

- coordinating the Ministry's financial budgeting and forecasting process;
- developing financial policy, monitoring compliance and implementing financial management best practices;
- developing the Ministry's strategic plans including the business plan, enterprise risk management framework and business continuity plan; and
- developing the Ministry's financial reports including the preparation of the Ministry's financial statements.

Review Engagement Report

AUDITOR GENERAL *Alberta*

To the Members of the Legislative Assembly

I have reviewed the performance measure identified as reviewed by the Office of the Auditor General in the Ministry of Service Alberta's Annual Report 2013-2014. The reviewed performance measure is the responsibility of the ministry and is prepared based on the following criteria:

- *Reliability* - The information used in applying performance measure methodology agrees with underlying source data for the current and prior years' results.
- *Understandability* - The performance measure methodology and results are presented clearly.
- *Comparability* - The methodology for performance measure preparation are applied consistently for the current and prior years' results.
- *Completeness* - The goal, performance measure and related target match those included in the ministry's budget 2013.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the ministry.

A review does not constitute an audit and, consequently, I do not express an audit opinion on the performance measure. Further, my review was not designed to assess the relevance and sufficiency of the reviewed performance measure in demonstrating ministry progress towards the related goal.

Based on my review, nothing has come to my attention that causes me to believe that the performance measure identified as reviewed by the Office of the Auditor General in the ministry's annual report 2013-2014 is not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability and completeness as described above.

I draw attention to results analysis discussion under goal 1 for measure 1.b Comparison of Alberta's fees to other jurisdictions. The results for Renew registration on a Honda Civic and Renew a driver's license include all associated charges that must be paid by the consumer to acquire the services. This includes the jurisdictional base fees, taxes and service charges; Quebec includes a mandatory bodily injury insurance premium in both the vehicle renewal fee and the driver's license renewal fee.

(Original signed by Merwan N. Saher, FCA)

Auditor General

May 21, 2014

Edmonton, Alberta

Performance measure reviewed by the Office of the Auditor General is noted with an asterisk (*) on the Performance Measures Summary Table

Performance Measures Summary Table

Goals/Performance Measure(s)		Prior Year's Results				Target	Current Actual
1.	**Registry services that are efficient and convenient for Albertans**						
1.A	Call Centre service index[1] (registry-related)	90% 2009-10	85% 2010-11	91% 2011-12	94% 2012-13	**92%**	92% 2013-14
1.B*	Comparison of Alberta's fees to other jurisdictions to:						
	• Renew registration on a Honda Civic (per cent below national average)	N/A 2009-10	24% 2010-11	10% 2011-12	14% 2012-13	↑	16% 2013-14
	• Renew a driver's licence (per cent below national average)	39% 2009-10	42% 2010-11	24% 2011-12	26% 2012-13	**Maintain Fees Below National Average**	27% 2013-14
	• Obtain a Collection Agency Licence (per cent below national average)	37% 2009-10	38% 2010-11	40% 2011-12	42% 2012-13		42% 2013-14
	• Obtain a Direct Selling Licence (per cent below national average)	27% 2009-10	29% 2010-11	39% 2011-12	42% 2012-13	↓	43% 2013-14
1.C	Percentage of Albertans who are satisfied with the timeliness of Government of Alberta services and information[2]	- 2009-10	73% 2010-11	- 2011-12	71% 2012-13	**N/A**	- 2013-14
1.D	Call Centre service index[1] (310-0000 related)	N/A 2009-10	N/A 2010-11	N/A 2011-12	88% 2012-13	**96%**	88% 2013-14
1.E	Call Centre service index[1] (health related)	85% 2009-10	91% 2010-11	92% 2011-12	92% 2012-13	**93%**	94% 2013-14

* **Indicates Performance Measure that has been reviewed by the Office of the Auditor General**

The performance measure indicated with an asterisk was selected for review by Ministry management based on the following criteria established by government:

- Enduring measures that best represent the goal,
- Measures for which new data is available, and
- Measures that have well established methodology.

[1] The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

[2] Survey is conducted every two years.

For more detailed information see Performance Measure Methodology section on pages 26-31.

Performance Measures Summary Table

Goals/Performance Measure(s)		Prior Year's Results				Target	Current Actual
2.	**Accountable and transparent government for Albertans**						
2.A	Number of government data sets available online	N/A 2009-10	N/A 2010-11	N/A 2011-12	0 2012-13	**200**	271 2013-14
2.B	Percentage of Albertans who are satisfied with access to Government of Alberta services and information[2]	- 2009-10	68% 2010-11	- 2011-12	70% 2012-13	**N/A**	- 2013-14
2.C	Percentage of FOIP requests completed by government bodies within 60 days or less	N/A 2009-10	N/A 2010-11	96**% 2011-12	95% 2012-13	**95%**	N/A[5] 2013-14
2.D	Percentage of FOIP requests handled without complaint to the Information and Privacy Commissioner	N/A 2009-10	N/A 2010-11	97% 2011-12	97% 2012-13	**97%**	N/A[5] 2013-14
3.	**Consumers and businesses interacting on an informed basis in a marketplace with a high standard of conduct**						
3.A	Call Centre service index[1] (consumer-related)	91% 2009-10	92% 2010-11	93% 2011-12	93% 2012-13	**94%**	90% 2013-14
4.	**Core standard shared services that facilitate government program and service delivery**						
4.A	Percentage of invoices paid electronically[3]	77% 2009-10	79% 2010-11	81% 2011-12	82% 2012-13	**90%**	82% 2013-14
4.B	Percentage of clients satisfied with services received from Service Alberta[4]	N/A 2009-10	N/A 2010-11	77% 2011-12	78% 2012-13	**80%**	74% 2013-14

[1] The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

[2] Survey is conducted every two years.

[3] Electronically refers to invoices paid using Electronic Payment System, ExClaim, Procurement Cards and IMAGIS Recurring Vouchers.

[4] Clients of Service Alberta include those receiving service from: Accounts Payable, Accounts Receivable & Billings, Cash Office, Pay and Benefits, Email, Records Management, Library Service, Fleet Management, the Web Server Team, Electronic Payment System, ExClaim System and Procurement Card.

[5] Due to the timing of data availability, 2013-14 results are not yet available.

** Results restated to match year end adjustments.

For more detailed information see Performance Measure Methodology section on pages 26-31.

GOAL 1:

Registry services that are efficient and convenient for Albertans

This goal reflects the Ministry's commitment to provide secure, accessible, accurate and competitively priced services to Albertans.

► Activities/Achievements

- The new Support Our Troops specialty licence plate will be available for purchase in 2014. A percentage of the revenue collected will be directed to the Support the Troops Foundation to assist members of the Armed Forces and their families.
- Supported the Alberta floods by temporarily relaxing policies for vehicle registration, and driver's licence and identification card renewal to reduce the burden on affected Albertans.

► 1.A Call Centre service index – registry related (based on courteousness, knowledge, effort, wait time and ease of access)

Description

Client satisfaction survey regarding services provided through the Ministry Contact Centre (registry related) across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Results

At 92 per cent, the call centre service index (registry related) meets the target of 92 per cent.

Call Centre Service Index (Registry Related)
(92 per cent Target)

Year	2011-12	2012-13	2013-14
Service Index*	91%	94%	92%

Source: Ivrnet, Call Centre Satisfaction Survey

**The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.*

Analysis

Client satisfaction with contact centre (registry related) remains high, with 92 per cent of respondents indicating satisfaction with the attributes of the service provided. This result is comparable to prior years' and meets the target of 92 per cent.

GOAL 1:

REGISTRY SERVICES THAT ARE EFFICIENT AND CONVENIENT FOR ALBERTANS

THIS GOAL REFLECTS THE MINISTRY'S COMMITMENT TO PROVIDE SECURE, ACCESSIBLE, ACCURATE AND COMPETITIVELY PRICED SERVICES TO ALBERTANS.

► 1.B.1 COMPARISON OF ALBERTA'S FEES TO OTHER JURISDICTIONS TO:

- RENEW REGISTRATION ON A HONDA CIVIC
- RENEW A DRIVER'S LICENCE

DESCRIPTION

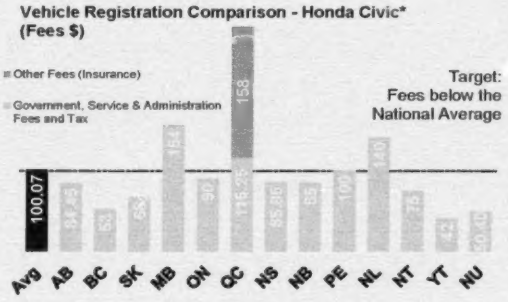
Service Alberta works to ensure Alberta's registry fee structure remains competitive with other Canadian jurisdictions. One area of comparison is the review of Alberta motor vehicle fees, where the cost of registering a vehicle and renewing a driver's licence were compared on a standardized national basis. The target is to have Alberta's fees* remain competitive with the national average.

**Please note that "fees" in this analysis represents all associated charges that must be paid by the consumer to acquire the service. This includes all jurisdictional base fees, taxes and service charges; Quebec includes a mandatory bodily injury insurance premium in both the vehicle renewal fee and driver's licence renewal fee.*

RESULTS

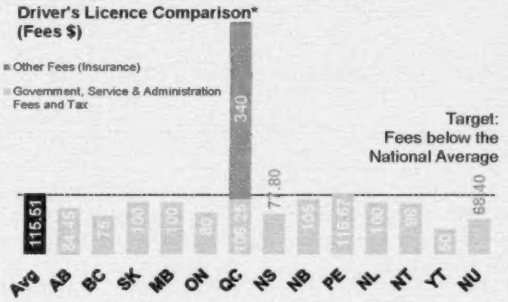
The results of the fee comparison indicated the target has been met as Alberta's fees for these products are competitive with the national average.

- The vehicle registration fee for a Honda Civic: 16 per cent below the national average. The fee was 14 per cent below in 2012-13.
- The driver's licence renewal fee: 27 per cent below the national average. The fee was 26 per cent below in 2012–13.


Vehicle Registration Comparison - Honda Civic*
(Fees $)
Other Fees (Insurance)
Government, Service & Administration Fees and Tax
Target: Fees below the National Average
100.07
158
Avg AB BC SK MB ON QC NS NB PE NL NT YT NU

Source: Service Alberta Cross-Jurisdictional Fee Comparison

**Survey was standardized for comparative purposes to represent the annual fee charged to renew a Honda Civic weighing 1,250 kilograms in an urban area (includes all associated charges).*



Source: Service Alberta Cross-Jurisdictional Fee Comparison

**Survey was standardized for comparative purposes to represent the five-year renewal fee for a driver's licence with no demerits (includes all associated charges) as this represents the renewal option chosen by the majority of Albertans.*

ANALYSIS

The result of the fee comparisons are higher than the previous year and demonstrates Alberta's fees for motor vehicle licensing and registration remain competitive in comparison to other Canadian jurisdictions.

GOAL 1:

Registry services that are efficient and convenient for Albertans

This goal reflects the Ministry's commitment to provide secure, accessible, accurate and competitively priced services to Albertans.

► 1.B.2 Comparison of Alberta's fees to other jurisdictions to obtain a:

- Collection Agency Licence
- Direct Selling Licence

Description

In this measure, Alberta's fees for certain business licences are compared to other Canadian jurisdictions. The licences selected for comparison are those determined to be most reflective of marketplace demand in the province:

- Collection Agency Licence
- Direct Selling Licence

The target is that Alberta's fees* remain competitive with the national average.

**Please note that "fees" in this analysis represents all associated charges that must be paid by the consumer to acquire the service. This includes all provincial/territorial government fees, taxes and service charges.*

Results

- The Collection Agency Licence fee in Alberta is 42 per cent below the national average. The fee was 42 per cent below in 2012–13.
- The Direct Selling Licence fee in Alberta is 43 per cent below the national average. The fee was 42 per cent below in 2012–13.

These ratings demonstrate that both these fees are comparable with the national average.

Source: Service Alberta Cross-Jurisdictional Fee Comparison

**The minimum annual fee charged for a collection agency licence in each Canadian jurisdiction (either a new licence or a renewal, whichever was lower, regardless of company size) was compared.*

Source: Service Alberta Cross-Jurisdictional Fee Comparison

**The minimum annual fee for a direct selling licence charged to sole proprietors, partnerships, or corporations, as compared across jurisdictions. To ensure comparability, only those jurisdictions who provide a comparable direct selling business licence are included.*

Analysis

Alberta's licensing fees continue to be comparable with national averages and other jurisdictions, which support a business-friendly marketplace.

GOAL 1:

Registry services that are efficient and convenient for Albertans

This goal reflects the Ministry's commitment to provide secure, accessible, accurate and competitively priced services to Albertans.

► 1.C Percentage of Albertans who are satisfied with timeliness of Government of Alberta Services and Information

Description

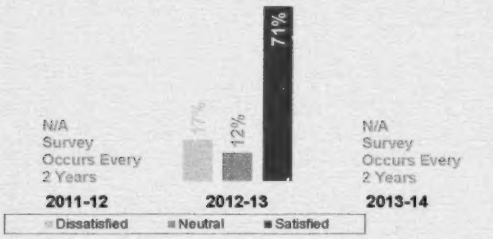
This measure surveys Albertans' overall satisfaction with the timeliness of services and information provided to them whether by telephone or in person.

Results

No results are available for this year as the survey is conducted biennially. Updated results will be available for 2014-15. In 2012-13, 71 per cent of respondents were satisfied with the timeliness of Government of Alberta services and information.

Satisfaction with Timeliness of Government of Alberta Services and Information (per cent)

Target 80%



Source: Ipsos Reid

Analysis

The survey is being conducted biennially, updated analysis will be available in 2014-15.

► 1.D Call Centre service index – 310-0000 related (based on courteousness, knowledge, effort, wait time and ease of access)

Description

Client satisfaction survey regarding services provided through the Ministry Contact Centre (310-0000 related) across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Results

The call centre service index (310-0000 related) is 88 per cent which is below the target of 96 per cent.

Call Centre Service Index (310-0000 related) (96 per cent Target)

Year	2012-13	2013-14
Service Index*	88%	88%

Source: Ivrnet, Call Centre Satisfaction Survey

**The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.*

Analysis

At 88 per cent, the majority of clients are satisfied with the attributes of the service provided by the contact centre (310-000 related). However, a change in scale was implemented to provide consistency with the rating scales used in other call centre performance measures. Consequently, this change in scale led to a disparity between the result and the target.

GOAL 1:

Registry services that are efficient and convenient for Albertans

This goal reflects the Ministry's commitment to provide secure, accessible, accurate and competitively priced services to Albertans.

► 1.E Call Centre service index – health related (based on courteousness, knowledge, effort, wait time and ease of access)

Description

This measure involves a client satisfaction survey regarding services provided through the Ministry Contact Centre (health related) across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Results

In 2013-14, the call centre service index (health related) was 94 per cent.

Call Centre Service Index (Health Related)
(93 per cent Target)

Year	2011-12	2012-13	2013-14
Service Index*	92%	92%	94%

Source: Ivrnet, Call Centre Satisfaction Survey

**The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.*

Analysis

The service index remains high, with 94 per cent of respondents indicating satisfaction with the attributes of the service. This result is comparable to previous years and exceeds the Ministry's target of 93 per cent.

GOAL 2:

Accountable and transparent government for Albertans

This goal reflects the commitment to become a more accountable and transparent government to the citizens of Alberta.

► Activities/Achievements

- Developed the Enterprise Information Management Strategy, which was approved by the Deputy Minister Information Management/Information Technology Committee on October 25, 2013.
- Became the first province in Canada to ratify an open data and information policy based on the principles of the Open Data Charter as signed and agreed to by the G8 nations.
- Launched the Open Data Portal with the second largest volume of data sets amongst provinces in Canada.
- Developed the GoA Salary and Severance Disclosure Website (www.alberta.ca/SalaryDisclosure.cfm). The new site supports the Public Service Compensation Disclosure Policy to improve accountability and transparency. Compensation, including salary, benefit and severance amounts for government employees with base salaries or severance payments of more than $100,000 in 2012 and 2013, are posted online.

► 2.A Number of data sets available online

Description

The Ministry is modernizing the way government serves, reports to and partners with citizens and businesses. At the core of this, is the delivery of data and information that is more open, accessible and usable, providing Albertans a more transparent and accessible government. This measure tracks the number of data sets available through the Alberta Open Data Portal.

Results

In 2013-14, 271 data sets were available online through the Alberta Open Data Portal.

Number of Government Data Sets Available Online (200 Target)

Year	2011-12	2012-13	2013-14
Number of Data Sets	N/A	0	271

Source: Service Alberta, Open Government Division, Alberta Open Data Portal

Analysis

In 2013-14, 271 data sets were available online. This result exceeds the target of 200. While establishing the baseline trend of the data, the 200 target was set as an estimate. The target will be updated as the trend of the data changes.

GOAL 2:

ACCOUNTABLE AND TRANSPARENT GOVERNMENT FOR ALBERTANS

THIS GOAL REFLECTS THE COMMITMENT TO BECOME A MORE ACCOUNTABLE AND TRANSPARENT GOVERNMENT TO THE CITIZENS OF ALBERTA.

► 2.B PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH ACCESS TO GOVERNMENT OF ALBERTA SERVICES AND INFORMATION

DESCRIPTION

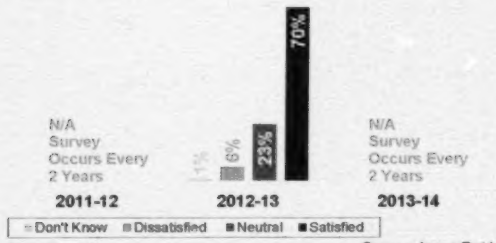
This measure surveys Albertans' overall satisfaction with their ability to access government services whether online, by telephone, by mail, by fax or in person.

RESULTS

No results are available for this year as the survey is conducted biennially. Updated results will be available for 2014-15. In 2012-13, 70 per cent of respondents were satisfied with access to Government of Alberta services and information.

Satisfaction with Access to Government of Alberta Services and Information (per cent)

Target 80%



Source: Ipsos Reid

ANALYSIS

The survey is being conducted biennially, updated analysis will be available in 2014-15.

► 2.C PERCENTAGE OF FOIP REQUESTS COMPLETED BY GOVERNMENT BODIES WITHIN 60 DAYS OR LESS

DESCRIPTION

The Ministry provides tools, advice and support to assist government public bodies in successfully handling their *Freedom of Information and Protection of Privacy Act* (FOIP) requests. In order to track the compliance of government public bodies with the access provisions of FOIP, the percentage of FOIP requests completed on a timely basis (within legislative guidelines) is assessed.

RESULTS

Due to the timing of data availability, 2013-14 results are not yet available. As such, 2012-13 results are presented. In 2012-13, 95 per cent of FOIP requests were completed within 60 days.

FOIP Requests Handled within 60 Days (95 per cent Target)

Year	2011-12	2012-13	2013-14
Percentage of Requests Handled Within 60 Days	96%*	95%	N/A

Source: Service Alberta, Information Access & Protection Branch Annual FOIP Statistical Report

*Results restated to match year end adjustments.

ANALYSIS

Based on 2012-13 results, the majority (95 per cent) of requests were completed within 60 days. This result confirms that Albertans have effective access to information and demonstrates the government is complying with the *Freedom of Information and Protection of Privacy Act*. Given the considerable amount of requests received, combined with their increasing complexity, this result represents a significant achievement.

GOAL 2:

Accountable and transparent government for Albertans

This goal reflects the commitment to become a more accountable and transparent government to the citizens of Alberta.

► 2.D Percentage of FOIP requests handled without complaint to the Information and Privacy Commissioner

Description

Government public bodies are supported in successfully handling their FOIP requests with training and advice provided by Service Alberta. Ths measure tracks the number of requests handled without complaint.

Results

Due to the timing of data availability, 2013-14 results are not yet available. As such, 2012-13 results are presented. In 2012-13, most (97 per cent) FOIP requests received were handled without complaint.

FOIP Requests Handled Without Complaint (97 per cent Target)

Year	2011-12	2012-13	2013-14
Percentage of Requests Handled Without Complaint	97%	97%	N/A

Source: Service Alberta, Information Access & Protection Branch Annual FOIP Statistical Report

Analysis

Based on the 2012-13 results, client satisfaction with the request process and outcomes remains extremely high. The Ministry's efforts to support FOIP staff throughout government has been successful as evidenced by the very low number of complaints. These results highlight the level of openness and transparency that Albertans can expect from their government.

GOAL 3:

Consumers and businesses interacting on an informed basis in a marketplace with a high standard of conduct

This goal reflects the ministry's efforts to encourage an economy where consumers and businesses can be confident they are interacting in a fair environment.

► Activities/Achievements

- The Consumers Investigations Unit worked with aid agencies, local government and businesses to educate and empower victims of the southern Alberta flood by canvassing door to door and participating in community information sessions.
- Completed stakeholder consultations and policy recommendations for the review of the *Condominium Property Act*.
- Created the Consumer Protection Alberta online identity to highlight various consumer topics aimed at vulnerable sectors including current consumer scams.
- Entered into a Memorandum of Understanding with the International Organization for Migration to allow information sharing and encourage cooperation in relation to employment agency enforcement.
- Implemented procedures for adminstrative penalties under the *Fair Trading Act*.
- Completed harmonization rules for cross-border registrations of cooperatives under the New West Partnership Trade Agreement with British Columbia and Saskatchewan. This will make it easier for co-ops to expand beyond Alberta's borders and for British Columbia and Saskatchewan co-ops to do business in Alberta.

► 3.A Call Centre service index - consumer related (based on courteousness, knowledge, effort, wait time and ease of access)

Description

Client satisfaction survey regarding services provided through the Ministry Contact Centre (consumer related) across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.

Results

The call centre service index (consumer related) is 90 per cent and nearly meets the target of 94 per cent.

Call Centre Service Index (Consumer Related)
(94 per cent Target)

Year	2011-12	2012-13	2013-14
Service Index*	93%	93%	90%

Source: Ivmet, Call Centre Satisfaction Survey

**The service index is the respondent experience across five service attributes: courteousness, knowledge, effort, wait time, and ease of access.*

Analysis

Client satisfaction with the services provided by the contact centre (consumer related) is high, with 90 per cent indicating satisfaction with the attributes of the service. Despite the increase in the complexity of consumer issues and the corresponding demand for information related to those issues, the result nearly meets the target and demonstrates the Ministry's commitment to provide quality government services.

GOAL 4:

Core standard shared services that facilitate government program and service delivery

This goal reflects the ministry's role in providing core standard shared services to ministries across government in the areas of business, financial, pay and benefits, information technology services, and the procurement of government vehicles.

► Activities/Achievements

- Modernized government's fleet management information system, resulting in a reduction of fleet card administration costs and a significantly improved ability for both Service Alberta and our customer ministries to more closely manage and cost-effectively maintain the government's $100 million investment in vehicle assets.
- Completed the rollout of modern, online systems enabling GoA units to complete their own orders and changes of mobile wireless products and services. This innovative approach relied heavily on vendors' investment resulting in significantly lower implementation costs to the government.
- The Final Mile Rural Connectivity Initiative, a joint mandate between Service Alberta and Agriculture and Rural Development, increased access to high-speed Internet for rural Albertans in order to improve their opportunities for communication, education and skill training, telemedicine, social and professional networking, public services and public safety and entertainment.

► 4.A Percentage of invoices paid electronically

Description

Measuring the percentage of invoices paid elecronically relates to improving government efficiency. Electronic invoicing streamlines payment processes and gains efficiencies within the Government of Alberta and across ministries. The convenience of processing invoices electronically is expected to ultimately increase the efficiency of administrative payment tasks throughout government.

Results

In 2013-14, 82 per cent of invoices were paid electronically.

Percentage of Invoices Paid Electronically (90 per cent Target)

Year	2011-12	2012-13	2013-14
Percentage of Invoices	81%	82%	82%

Source: Service Alberta, Shared Services Division, Electronic Payment System, Exclaim! and IMAGIS AP Reporting

Analysis

The percentage of invoices paid electronically remains high at 82 per cent. While the result is below 90 per cent, the target is a stretch target the ministry is working towards. As such, further progress is expected for 2014-15, as the Ministry continues to promote the use of electronic payments.

GOAL 4:

CORE STANDARD SHARED SERVICES THAT FACILITATE GOVERNMENT PROGRAM AND SERVICE DELIVERY

THIS GOAL REFLECTS THE MINISTRY'S ROLE IN PROVIDING CORE STANDARD SHARED SERVICES TO MINISTRIES ACROSS GOVERNMENT IN THE AREAS OF BUSINESS, FINANCIAL, PAY AND BENEFITS, INFORMATION TECHNOLOGY SERVICES, AND THE PROCUREMENT OF GOVERNMENT VEHICLES.

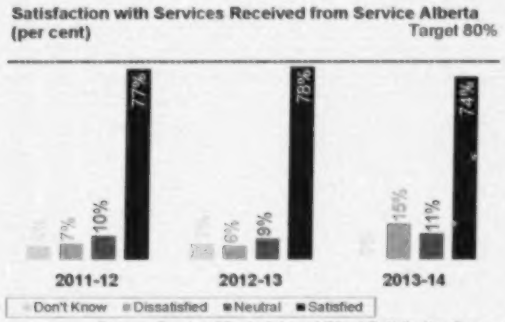
► 4.B PERCENTAGE OF CLIENTS SATISFIED WITH SERVICES RECEIVED FROM SERVICE ALBERTA

DESCRIPTION

Service Alberta is committed to delivering core standard shared services to government ministries. This measure surveys internal clients' overall satisfaction with services provided by Service Alberta.

RESULTS

The majority or 74 per cent of respondents indicated satisfaction with services received from Service Alberta. The 2013-14 target was 80 per cent.



Source: Service Alberta Internal Client Satisfaction Survey

ANALYSIS

At 74 per cent satisfaction, the majority of respondents are satisfied with services received from Service Alberta. This result is comparable to the previous year and is slightly below the 80 per cent target.

► 1.A CALL CENTRE SERVICE INDEX – REGISTRY RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (registry related) was conducted in February 2014. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey, which is managed by Ivrnet, a third-party consultant.

The survey prompts respondents to answer with either, "Unacceptable", "Poor", "Fair", "Good", "Excellent" or "No Opinion" across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with "Good" or "Excellent" were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

Courtesy: 433 interviews with results being accurate to within ±4.7 per cent.

Knowledge: 424 interviews with results being accurate to within ±4.8 per cent.

Effort: 413 interviews with results being accurate to within ±4.8 per cent.

Wait time: 406 interviews with results being accurate to within ±4.9 per cent.

Ease of access: 399 interviews with results being accurate to within ±4.8 per cent.

► 1.B.1 COMPARISON OF ALBERTA'S FEES TO OTHER JURISDICTIONS TO:

- RENEW REGISTRATION ON A HONDA CIVIC
- RENEW A DRIVER'S LICENCE

Ministry staff contacted provincial and territorial governments across Canada to collect information on fees for vehicle registrations and driver's licences. To facilitate a reliable and meaningful comparative analysis, two key products were identified for the Motor Vehicles Registry: vehicle registration renewal and driver's licence renewal. These two products are the most common transactions, are available in a similar form in all Canadian jurisdictions and are the most familiar to the general public. The Honda Civic was chosen as the vehicle for comparison.

Since many jurisdictions use formulas (e.g., weight of a vehicle), these registrations were put into common scenarios to standardize comparisons across all provinces.

- Vehicle registration: fee associated with the renewal of a Honda Civic weighing 1,250 kilograms in an urban area (includes jurisdictional base fees, taxes, service charges and premiums). Note: Nunavut's reported fee is based on a rate that excludes access to highways.
- Driver's licence: the renewal fee to renew a driver's licence with no demerits, based on a standard five year renewal (includes jurisdictional base fees, taxes, service charges and premiums). A five-year renewal period was selected, as this is a common renewal timeframe selected by Albertans.

► 1.B.2 COMPARISON OF ALBERTA'S FEES TO OTHER JURISDICTIONS TO OBTAIN A:

- COLLECTION AGENCY LICENCE
- DIRECT SELLING LICENCE

Ministry staff contacted provincial and territorial government agencies across Canada to collect information on the fees charged for various business licences. It is important to note that Alberta charges a single, flat fee for each licence being compared. To ensure a meaningful comparison, the following assumptions were made:

Collection agency licence

Comparisons were made against the minimum business fee charged in the province or territory for either a new licence or a renewal, whichever was lower, regardless of company size.

Direct selling licence

Comparisons were made against the minimum fee charged to sole proprietors, partnerships or corporations excluding additional charges for branch or satellite offices. Where the fee was for a multi-year period, comparisons were made using the annual equivalent (e.g., $200 for a two-year licence would be $100 on an annual basis).

► 1.C PERCENTAGE OF ALBERTANS WHO ARE SATISFIED WITH TIMELINESS OF GOVERNMENT OF ALBERTA SERVICES AND INFORMATION

This research was not performed in 2013-14.

The last time this research was undertaken was February to March 2013 when Ipsos Reid, an independent research contractor, conducted a random telephone survey of Albertans. Total annual sample for the survey was 705 interviews with results being accurate to within ±3.7 per cent, at the 95 per cent confidence interval.

Interviews were stratified by region – i.e., the City of Edmonton, the City of Calgary, Smaller Cities North, Smaller Cities South, Rural North and Rural South. Quotas were established to ensure a reliable sample size within each region for regional analysis. The data was weighted to ensure the overall sample's regional and age/gender composition reflected that of the actual Alberta population aged 18 years and up according to 2011 Canadian Census data.

Respondents were presented with a list of actual Government of Alberta services or information and asked which they had accessed or tried to access in the past six months. Those who accessed one or more services or information on the list in person, by telephone, on the Internet or by mail/fax were asked to rate their satisfaction with their current ability to access Government of Alberta services and information,overall, regardless of means.

The survey employs a seven-point satisfaction scale, where one is very dissatisfied, four is neutral and seven is very satisfied. Respondents were asked to rate their overall satisfaction with the services they received. A satisfied respondent is defined as providing a five, six or seven on the seven-point scale, while dissatisfied is one, two or three.

► 1.D CALL CENTRE SERVICE INDEX – 310-0000 RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (310-0000 related) was conducted in February 2014. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey which is managed by Ivrnet, a third party consultant.

The survey prompts respondents to answer with either "Unacceptable", "Poor", "Fair", "Good", "Excellent" or "No Opinion" across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with "Good" or "Excellent" were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

Courtesy: 424 interviews with results being accurate to within ±4.8 per cent.

Knowledge: 417 interviews with results being accurate to within ±4.8 per cent.

Effort: 412 interviews with results being accurate to within ±4.8 per cent.

Wait time: 406 interviews with results being accurate to within ±4.9 per cent.

Ease of access: 402 interviews with results being accurate to within ±4.9 per cent.

► 1.E CALL CENTRE SERVICE INDEX - HEALTH RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, EFFORT, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (health related) was conducted in February 2014. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey which is managed by Ivrnet, a third party consultant.

The survey prompts respondents to answer with either "Unacceptable", "Poor", "Fair", "Good", "Excellent", or "No Opinion" across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with "Good" or "Excellent" were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

Courtesy: 431 interviews with results being accurate to within ±4.7 per cent.

Knowledge: 421 interviews with results being accurate to within ±4.8 per cent.

Effort: 416 interviews with results being accurate to within ±4.8 per cent.

Wait time: 409 interviews with results being accurate to within ±4.8 per cent.

Ease of access: 401 interviews with results being accurate to within ±4.9 per cent.

Performance Measures - Source and methodology

► 2.A Number of data sets available online

The result was calculated from a data extract from the Open Data Portal. The data extract contains a listing of all datasets that exist in a published state on the Open Data Portal. Each dataset that has been published in the Open Data Portal is counted towards the result.

► 2.B Percentage of Albertans who are satisfied with access to government of Alberta services and information

This research was not performed in 2013-14.

The last time this research was undertaken was February to March 2013 when Ipsos Reid, an independent research contractor, conducted a random telephone survey of Albertans from February to March 2013. Total annual sample for the survey was 705 interviews with results being accurate to within ±3.7 per cent, at the 95 per cent confidence interval.

Interviews were stratified by region – i.e., the City of Edmonton, the City of Calgary, Smaller Cities North, Smaller Cities South, Rural North and Rural South. Quotas were established to ensure a reliable sample size within each region for regional analysis. The data was weighted to ensure the overall sample's regional and age/gender composition reflected that of the actual Alberta population aged 18 years and up according to 2011 Canadian Census data.

Respondents were presented with a list of actual Government of Alberta services or information and asked which they had accessed or tried to access in the past 6 months. Those who accessed one or more services or information on the list in person, by telephone, on the Internet or by mail/fax were asked to rate their satisfaction with their current ability to access Government of Alberta services and information, overall, regardless of means.

The survey employs a seven-point satisfaction scale, where one is very dissatisfied, four is neutral and seven is very satisfied. Respondents were asked to rate their overall satisfaction with the services they received. A satisfied respondent is defined as providing a five, six or seven on the seven-point scale, while dissatisfied is one, two or three.

► 2.C Percentage of FOIP requests completed by government public bodies within 60 days or less

All public bodies, including ministries, Executive Council, the Legislative Assembly Office, Office of the Auditor General, the Ombudsman, the Chief Electoral Officer, the Ethics Commissioner, the Information and Privacy Commissioner and agencies, boards and commissions designated in the Freedom of Information and Protection of Privacy (FOIP) Regulation submitted quarterly statistical reports of their FOIP requests for 2012-13.

The public bodies track FOIP requests manually or use FOIPNet, a web-based tracking application. The number of requests reported as completed in 30 days or less and 31 to 60 days are combined and reported against the total number of requests completed.

► 2.D PERCENTAGE OF FOIP REQUESTS HANDLED WITHOUT COMPLAINT TO THE INFORMATION AND PRIVACY COMMISSIONER

The Office of the Information and Privacy Commissioner uses a tracking system to log all complaints it receives under sections 65 and 53(2) of the *FOIP Act*. Public bodies track FOIP requests manually or use FOIPNet, a web-based tracking application. The number of requests received are reported against complaints received by the Commissioner's Office.

► 3.A CALL CENTRE SERVICE INDEX CONSUMER RELATED (BASED ON COURTEOUSNESS, KNOWLEDGE, WAIT TIME AND EASE OF ACCESS)

A satisfaction survey of Albertans who contacted the contact centre (consumer related) was conducted in February 2014. Clients were asked to complete a survey following completion of their call. Those who agreed to participate were directed to an automated system to complete the survey which is managed by Ivrnet, a third party consultant.

The survey prompts respondents to answer with either "Unacceptable", "Poor", "Fair", "Good", "Excellent" or "No Opinion" across five service attributes: courteousness, knowledge, effort, wait time, and ease of access. Those who responded with "Good" or "Excellent" were defined as being satisfied with that particular attribute of the service and counted towards the service index rating.

The rating is derived by taking the percentage of satisfied responses against the total.

Total annual sample and margin of error at the 95 per cent confidence interval for the five service attributes is as follows:

Courtesy: 427 interviews with results being accurate to within ±4.7 per cent.

Knowledge: 420 interviews with results being accurate to within ±4.8 per cent.

Effort: 417 interviews with results being accurate to within ±4.8 per cent.

Wait time: 408 interviews with results being accurate to within ±4.9 per cent.

Ease of access: 400 interviews with results being accurate to within ±4.9 per cent.

► 4.A PERCENTAGE OF INVOICES PAID ELECTRONICALLY

The percentage is calculated by dividing invoices paid through the Electronic Payment System, ExClaim, procurement cards and the Integrated Management Information System (IMAGIS) Recurring Vouchers by all the invoices paid by Service Alberta.

Invoices for the Electronic Payment System, ExClaim, procurement cards and IMAGIS Recurring Vouchers are calculated as follows:

Electronic Payment System

Invoices are counted by the number of active Vendor Account Codes that have charges against them. This is counted on a monthly basis as each vendor sends an electronic feed monthly that has Vendor Account Codes with charges.

ExClaim

One paid electronic claim is counted as one invoice. Claims can have a zero dollar amount, created from a claim that is completely prepaid.

Procurement Card

Each time a card is swiped, it is considered one transaction or one invoice.

IMAGIS Recurring Vouchers

One payment per month is counted as one electronically paid invoice.

Data is collected internally through the Electronic Payment System, ExClaim and IMAGIS AP application database queries by Service Alberta's Shared Services division.

► 4.B PERCENTAGE OF CLIENTS SATISFIED WITH SERVICES RECEIVED FROM SERVICE ALBERTA

An online survey of internal clients was conducted by Service Alberta's Planning & Performance Measurement Branch from March to April 2014.

Clients were asked to rate their overall satisfaction with the service they received. Total annual sample for the survey was 1,944 interviews with results being accurate to within ±2.2 per cent at the 95 per cent confidence level.

Services included in the survey were:

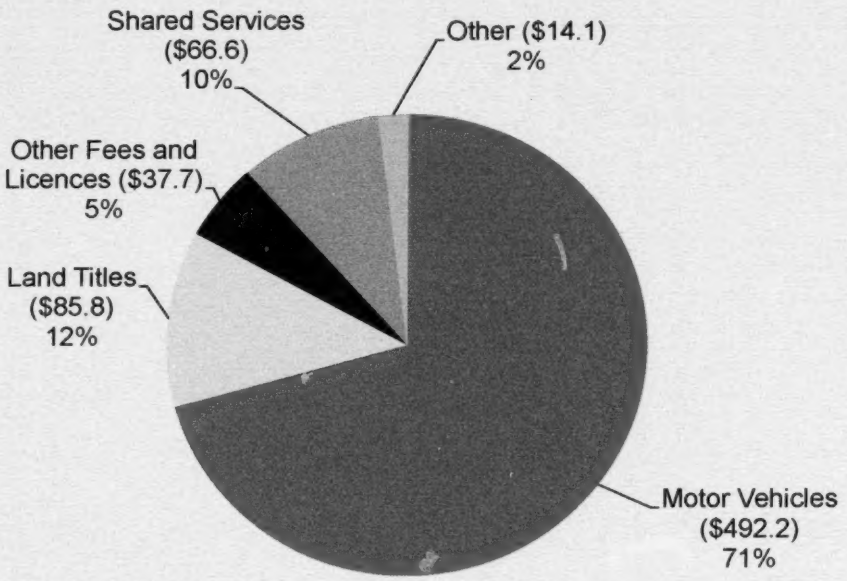
- Accounts Payable
- Accounts Receivable and Billings
- Cash Office
- Fleet Management
- Library Services
- Pay and Benefits
- Records Management Services
- Email Unit
- Web Server Team
- Electronic Payment System
- Exclaim System
- Procurement Card

The survey employs a seven-point satisfaction scale, where one is very dissatisfied, four is neutral and seven is very satisfied. Respondents were asked to rate their overall satisfaction with the services they received. A satisfied respondent is defined as providing a five, six or seven on the seven-point scale, while dissatisfied is one, two or three.

Financial Highlights

Chart 1: 2013-14 Revenue by Source

(in millions)



In 2013-14, Service Alberta collected $696.4 million in revenue.

- Ninety per cent ($629.8 million) of the revenue was generated from sources external to the Government of Alberta, primarily related to fees and licences collected from the five major registries (motor vehicles, land titles, personal property, vital statistics and corporate registry). The Ministry utilizes a network of 226 agents located in 230 communities throughout the province to deliver the registry services, involving 9.7 million transactions. The transactions delivered by the registry agent network account for 57 per cent of the total registry transactions for 2013-14.

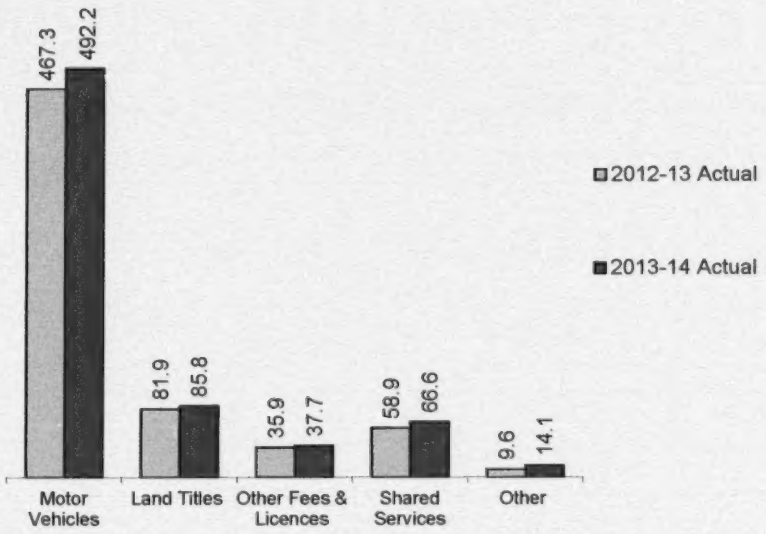
  The amount of revenue collected is influenced by various factors such as the economic health of the province and changes in population. These factors affect the number of transactions and in some cases the amount of the fee charged.

- The remaining ten per cent ($66.6 million) was from sources internal to government, primarily revenue received from other ministries to recover the cost of providing shared services.

Financial Highlights

Chart 2: Comparison of 2013-14 to 2012-13 Revenue by Source

(in millions)



With the exception of Other Revenues, revenue increased from 2012-13 to 2013-14 in the order of 3 to 15 per cent. The most significant changes are in motor vehicles and shared services.

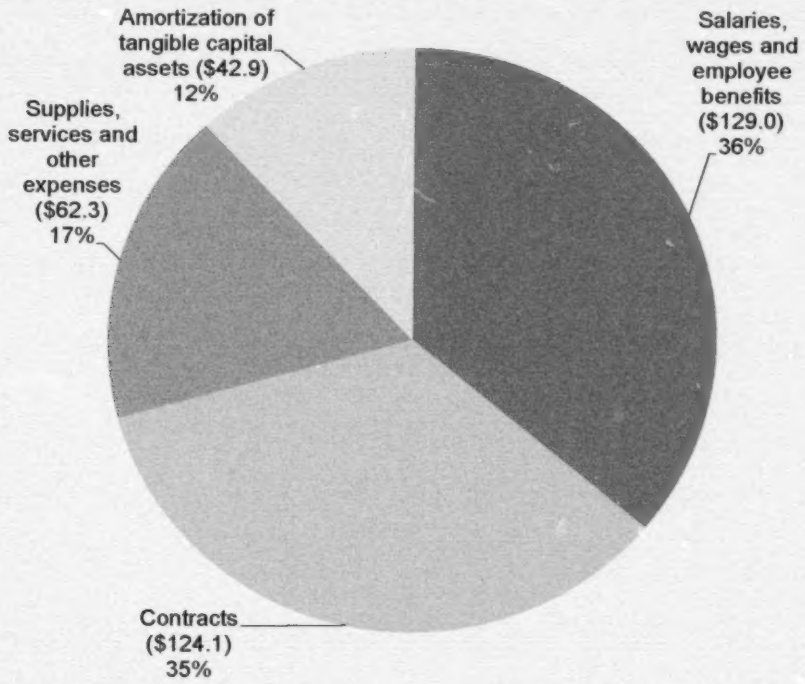
- Motor Vehicles account for 58 per cent of the increase ($24.9 million), resulting from higher transaction volumes for commercial and passenger vehicle registrations and operator licences.
- The increase in shared services ($7.7 million) is directly attributed to services provided to other departments for the provisioning of information technology infrastructure and services which support the delivery of programs to citizens by all ministries.

Alberta's registry fees have stayed competitive, remaining below the national average. Alberta's fees have remained consistent over last year. In comparison, three provinces experienced rate increases for driver's licences and vehicle registrations in 2013-14.

Financial Highlights

Chart 3: 2013-14 Expense by Object

(in millions)


Amortization of tangible capital assets ($42.9) 12%
Salaries, wages and employee benefits ($129.0) 36%
Supplies, services and other expenses ($62.3) 17%
Contracts ($124.1) 35%

The allocation of expense by object changes when amortization is removed from Operating Expenses:

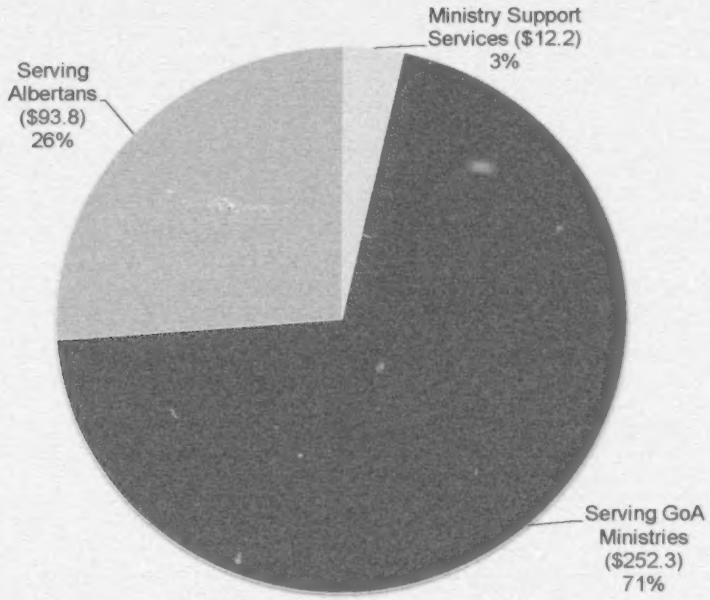
- 41 per cent for salaries, wages and employee benefits,
- 39 per cent for contracts, and
- 20 per cent for supplies, services and other expenses.

Amortization, which accounts for 12 per cent of Service Alberta's Operating Expense, is a non-cash expense which represents the depletion or use of a capital asset. Amortization can also be used as a proxy for the amount of capital investment required to maintain and replenish assets used by the Ministry in the delivery of its programs and the programs it supports, through its shared service initiatives.

Financial Highlights

Chart 4: 2013-14 Internal versus External Services

(in millions)



Service Alberta's mission is to deliver citizen-centered services and information to the public and shared services to its partner ministries. Its core businesses are:

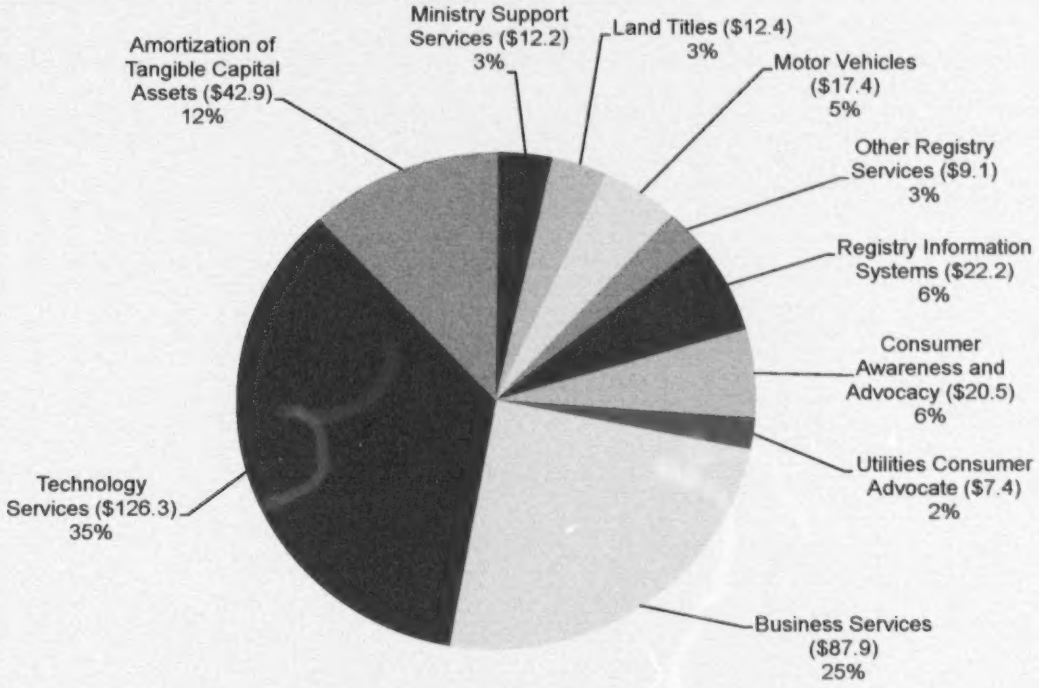
- Serving Albertans - providing services to Albertans including registering a life event, car, house, personal property or business, providing consumer protection programs, and freedom of information and privacy requests; and
- Serving Government Ministries - providing standardized shared services to government ministries in an efficient and effective manner.

Of the $358.3 million in Operating Expense incurred in 2013-14, $346.1 million (97.0 per cent) is directly related to the Ministries' core businesses. The remaining $12.2 million (3.0 per cent) is for ministry support services such as minister's office, associate minister's office, deputy minister's office, corporate finance, human resources, communications and legal services, which support both core businesses.

Financial Highlights

Chart 5: 2013-14 Expense by Program

(in millions)


Ministry Support Services ($12.2) 3%
Land Titles ($12.4) 3%
Amortization of Tangible Capital Assets ($42.9) 12%
Motor Vehicles ($17.4) 5%
Other Registry Services ($9.1) 3%
Registry Information Systems ($22.2) 6%
Consumer Awareness and Advocacy ($20.5) 6%
Utilities Consumer Advocate ($7.4) 2%
Technology Services ($126.3) 35%
Business Services ($87.9) 25%

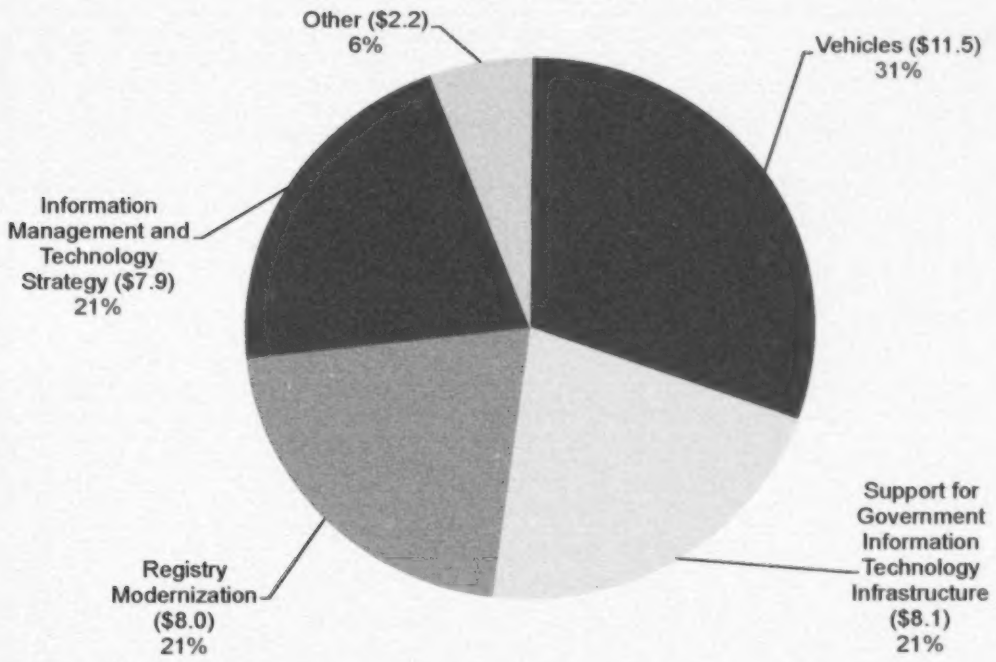
Seventy one per cent of the Ministry's operating expense ($252.3 million) supports the provisioning of foundational shared services to partner ministries, which includes:

- $93.5 million for technology operations and infrastructure, of which $39.1 million is funded by revenues received from ministries;
- $49.1 million for procurement and administration services, of which $27.5 million is funded by revenues received from ministries for services such as mail and courier services, print services, fleet management, crown debt collections, and forms and imaging services;
- $38.8 million for financial and employee services which includes, but is not limited to, administering pay and benefits for over 29,000 Alberta Public Sector employees, processing accounts payables, the management of accounts receivable and crown debt collections, billings and employee services;
- $19.2 million for network services, which is predominantly for the provisioning of Alberta SuperNet;
- $13.8 million for enterprise services, including several enterprise software licenses, the office of the corporate chief information officer and the corporate information security office; and
- $37.9 million for amortization expense associated with the government's vehicle fleet and information technology infrastructure and applications.

Financial Highlights

Chart 6: 2013-14 Capital Expense

(in millions)



In 2013-14, Service Alberta made an investment of $37.7 million in capital assets. Ninety one per cent of the investment ($34.3 million) was for the maintenance and replacement of the capital assets for which the Ministry has direct ownership. This portion of the investment equates to 6.1 per cent of the total cost of the Ministry's capital assets.

Ministry of Service Alberta

Financial Statements

March 31, 2014

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Independent Auditor's Report

To the Members of the Legislative Assembly

Report on the financial statements
I have audited the accompanying financial statements of the Ministry of Service Alberta, which comprise the statements of financial position as at March 31, 2014 and the statements of operations and cash flows for the year ended March 31, 2014 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the consolidated financial statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
My responsibility is to express an opinion on these financial statements based on my audits. I conducted my audits in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained in my audits is sufficient and appropriate to provide a basis for my audit opinion.

Opinion
In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of Service Alberta as at March 31, 2014 and the results of its operations and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

(Original signed by Merwan N. Saher, FCA)

Auditor General

June 6, 2014

Edmonton, Alberta

MINISTRY OF SERVICE ALBERTA

Statement of Operations

YEAR ENDED MARCH 31, 2014

(in thousands)

	2014		2013
	Constructed Budget (Schedule 4)	Actual	Actual (Restated - Note 3)
Revenues (Note 2(b) and Schedule 1)			
Fees and licences	$ 607,000	$ 615,707	$ 585,058
Other revenue	72,345	80,734	68,524
	679,345	696,441	653,582
Expenses- directly incurred (Notes 2(b) and Schedule 8)			
Program (Schedules 3, 5, Note 9 and 12)			
Ministry Support Services	11,030	12,208	10,875
Land Titles	13,390	12,825	13,341
Motor Vehicles	16,055	20,065	21,252
Other Registry Services	7,990	9,554	8,955
Registry Information Systems	25,345	23,337	21,861
Consumer Awareness and Advocacy	22,430	20,638	19,998
Utilities Consumer Advocate	9,195	7,363	6,452
Business Services	110,605	102,895	101,726
Technology Services	141,370	149,381	157,723
2013 Alberta Flooding	-	51	-
	357,410	358,317	362,183
Net operating results	$ 321,935	$ 338,124	$ 291,399

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF SERVICE ALBERTA

Statement of Financial Position

AS AT MARCH 31, 2014

(in thousands)

	2014	2013 (Restated - Note 3)
Assets		
Cash	$ 80,831	$ 74,045
Accounts receivable (Note 4)	27,792	19,747
Inventories (Note 6)	1,248	1,198
Tangible capital assets (Note 5)	208,956	214,679
	$ 318,827	$ 309,669
Liabilities		
Accounts payable and accrued liabilities (Note 7)	$ 57,149	$ 56,595
Deferred revenue (Note 8)	311,741	288,839
	368,890	345,434
Net assets/(net liabilities)		
Net assets (net liabilities) at beginning of year	(35,765)	17,982
Net operating results	338,124	291,399
Net financing provided for general revenues	(352,422)	(345,146)
Net liabilities at end of year	(50,063)	(35,765)
	$ 318,827	$ 309,669

Contractual obligations and contingent liabilities (Notes 10 and 11).

The accompanying notes and schedules are part of these financial statements.

MINISTRY OF SERVICE ALBERTA

Statement of Cash Flows

YEAR ENDED MARCH 31, 2014

(in thousands)

	2014	2013 (Restated - Note 3)
Operating transactions		
Net operating results	$ 338,124	$ 291,399
Non-cash items included in net operating results		
Amortization	42,928	50,244
Loss on disposal of tangible capital assets	396	483
Inventory consumption	12,103	10,859
Provision for employee benefits	215	378
Provision for doubtful accounts	14	11
	393,780	353,374
Acquisition of inventory	(12,180)	(10,585)
Increase in accounts receivable	(8,059)	(5,117)
Decrease (increase) in inventories	27	(2)
Increase in accounts payable and accrued liabilities	339	10,100
Increase in deferred revenue	22,902	20,068
Cash provided by operating transactions	396,809	367,838
Capital transactions		
Acquisition of tangible capital assets	(37,700)	(27,818)
Net transfer of tangible capital assets to (from) other ministries [a]	(407)	6,241
Proceeds on disposal of tangible capital assets	776	549
Tangible capital assets received from other sources	(270)	(577)
Cash applied to capital transactions	(37,601)	(21,605)
Financing transactions		
Net financing provided for general revenues	(352,422)	(345,146)
Cash applied to financing transactions	(352,422)	(345,146)
Increase in cash	6,786	1,087
Cash at beginning of year	74,045	72,958
Cash at end of year	$ 80,831	$ 74,045

[a] Computer hardware and software with a combined value of $104 was transferred from the Departments of Treasury Board and Finance, Education, Tourism, Parks and Recreation, and Environment and Sustainable Resource Development; and equipment valued at $303 were transferred from the Departments of Justice and Solicitor General, and Transportation.

The accompanying notes and schedules are part of these financial statements.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 1
AUTHORITY AND PURPOSE

The Ministry of Service Alberta (the Ministry) operates under the authority of the *Government Organization Act*, Chapter G-10, Revised Statutes of Alberta 2000.

The Ministry delivers standardized business, financial and technology services to other ministries, enabling the government to act as one entity, and facilitating easy access to programs and services for other ministries to provide services to Albertans. It also delivers citizen-centred services and information to the public, touching the everyday lives of Albertans, including registering a life event, or vehicle; buying a house; starting a business; and supporting a fair market place through consumer awareness and protection.

NOTE 2
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian public sector accounting standards.

(a) Reporting Entity

The reporting entity is the Ministry of Service Alberta for which the Minister of Service Alberta is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the President of Treasury Board and Minister of Finance.

All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net Financing provided from (for) General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recorded as deferred revenue.

The Ministry uses a network of agents located in communities throughout the province to deliver some of its Registry Services. These Registry Services include the issuance and renewal of drivers' licences; registrations of birth, marriage and death; land title searches and transfers; and registrations of corporations, vehicles, and liens. The registry agents collect and remit to the Ministry, the various fees charged by the province for each service type. The registry agent can also charge a transaction fee for each service provided. The Ministry reports only the revenues due to the province under Fees and Licences on the Statement of Operations.

Credit or Recovery

Credit or Recovery initiatives provide a basis for authorizing spending. Credits or Recoveries are shown in the details of the Government Estimates for a supply vote. If budgeted revenues are not fully realized, spending is reduced by an equivalent amount. If the actual Credit or Recovery amounts exceed budget, the Ministry may, with the approval of Treasury Board Committee, use the excess to fund additional expenses of the program. Schedule 2 discloses information on the Ministry's credit or recovery initiatives.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 2
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

Expenses

Directly Incurred

Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the Government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets;
- pension costs, which are the cost of employer contributions for current service of employees during the year; and
- valuation adjustments which include land titles registrar's assurance liabilities and changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to doubtful accounts and vacation pay.

Incurred by Others

Services contributed by other entities in support of the Ministry operations are not recognized and are disclosed in Schedule 7 and allocated to programs in Schedule 8.

Cash

Cash includes cash in bank and cash in transit. It predominantly consists of monies collected by registry agents for deposit into the General Revenue Fund.

Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets of the Ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals, as well as inventories held for resale. Assets acquired by right are not included. Tangible capital assets of the Ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for capitalizing new systems development is $250,000 and the threshold for major systems enhancements is $100,000. The threshold for all other tangible capital assets is $5,000. Amortization is only charged if the tangible capital asset is in use.

Costs associated with business process reengineering and system development costs incurred during the preliminary stage of an information technology project are expensed. System development costs associated with the development and acquisition of software are capitalized. Capitalization of costs begins after the preliminary project stage and ends when the system application is completed and ready for its intended use.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 2
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

Liabilities

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of fiscal year. The settlement of liabilities will result in the sacrifice of economic benefits in the future.

Net Assets/Net Liabilities

Net assets/net liabilities represent the difference between the carrying value of assets held by the Ministry and its liabilities.

Canadian Public Sector Accounting Standards require a "net debt" presentation for the statement of financial position in the summary financial statements of governments.

Net debt presentation reports the difference between financial assets and liabilities as "net debt" or "net financial assets" as an indicator of the future revenues required to pay for past transactions and events. The Ministry operates within the government reporting entity, and does not finance all its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

Measurement Uncertainty

(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount. The allowance for doubtful accounts, recorded as $298 (2013 - $284) in these financial statements, is subject to measurement uncertainty. It is possible that the unrecoverable amount could be different from what was provided for.

Valuation of Financial Assets and Liabilities

Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

The fair values of cash, accounts receivable, inventories, accounts payable and accrued liabilities and deferred revenue are estimated to approximate their carrying values because of the short term nature of these instruments.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 2
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

(continued)

(c) 2013 Alberta Flooding
(in thousands)

The full recovery from the June 2013 flood in southern Alberta will take a number of years. The Province's flood recovery initiatives through its Disaster Recovery Program (DRP), provides financial assistance to impacted individuals, small businesses, municipalities, and government departments for uninsurable loss and damage. The DRP is administered and funded by the Alberta Emergency Management Agency of the Department of Municipal Affairs through the authority of the *Disaster Recovery Regulation*.

Also, the Province's flood recovery initiatives include non-disaster recovery programs (non-DRP) which are not eligible for funding under the Disaster Financial Assistance Arrangement with the Government of Canada. Costs associated with non-disaster recovery programs are recognized as they are incurred. These costs are net of recoveries from insurance and other third parties. The Ministry incurred a total of $51 in non-DRP expense.

NOTE 3
PROGRAM TRANSFER

(in thousands)

Effective April 1, 2013, a permanent budget transfer was made to the Department of Energy for the administration of the Microsoft Premier Support.

Comparatives for 2013 have been restated as if the Department of Energy has always had the responsibility.

Net operating results for 2013 have been restated as follows:

Net operating results, as previously reported	$ 291,339
Transfer to the Department of Energy	60
Restated net operating results at March 31, 2013	$ 291,399

Net financing provided for General Revenues on March 31, 2013 is made up of the following:

Net financing provided for general revenues, as previously reported	$ (345,086)
Transfer to the Department of Energy	(60)
Restated net financing for general revenues at March 31, 2013	$ (345,146)

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 4
ACCOUNTS RECEIVABLE

(in thousands)

	2014			2013
	Gross Amount	Allowance for Doubtful Accounts	Net Realizable Value	Net Realizable Value
Accounts receivable	$ 28,036	$ 298	$ 27,738	$ 19,671
Refunds from suppliers	54	-	54	76
	$ 28,090	$ 298	$ 27,792	$ 19,747

Accounts receivable are unsecured and non-interest bearing. The accounts receivable amount includes $1,926 (2013 - $1,150) to be received from other government ministries and agencies.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 5
TANGIBLE CAPITAL ASSETS

(in thousands)

	2014			
	Equipment [1]	Computer Hardware and Software [2][3]	SuperNet[4]	Total
Estimated Useful Life	3 - 20 years	3 - 10 years	5 - 24 years	
Historical Cost [5]				
Beginning of year	$ 112,731	$ 254,810	$ 196,596	$ 564,137
Additions	13,913	23,551	506	37,970
Disposals, including write-downs and transfers	(4,049)	(1,384)	-	(5,433)
Adjustments	420	(420)	-	-
	$ 123,015	$ 276,557	$ 197,102	$ 596,674
Accumulated Amortization				
Beginning of year	$ 68,763	$ 192,097	$ 88,598	$ 349,458
Amortization expense	20,106	18,512	4,310	42,928
Effect of disposals including adjustments	(3,422)	(1,246)	-	(4,668)
	$ 85,447	$ 209,363	$ 92,908	$ 387,718
Net Book Value at March 31, 2014	$ 37,568	$ 67,194	$ 104,194	$ 208,956
Net Book Value at March 31, 2013	$ 43,968	$ 62,713	$ 107,998	$ 214,679

(1) Equipment includes furniture, fixtures and vehicles. Vehicles valued at $277 were transferred from the Department of Justice and Solicitor General, and $26 from the Department of Transportation.

(2) Computer hardware and software includes all development costs incurred by the Ministry in the implementation of the Alberta Government Integrated Management Information Systems (IMAGIS). The cost of each module is amortized over a 10-year useful life.

(3) Included in the transfer for computer hardware and software at March 31, 2014 totalling $104 comprised of: Software from the Department of Treasury Board and Finance ($31), Department of Education ($31), Department of Tourism, Parks and Recreation ($30); domain controllers from the Department of Environment and Sustainable Resource Development ($12).

(4) SuperNet includes the following components:

Indefeasible Right of Use Agreements which grant the Government of Alberta exclusive use of specific fibre optic cable, wireless equipment, tower space and points of presences and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.). Indefeasible means the right to use cannot be defeated, revoked or made void. All indefeasible right of use agreements have an initial 20-year term with renewal options.

Fibre Purchase Agreements grant the ownership of specific fibre optic cables and an indefeasible right to use common support structures (sheathing, conduit, handholes, pedestals, etc.).

(5) Historical cost includes work-in-progress at March 31, 2014 totalling $27,987 (2013 - $24,960) comprised of: equipment $6,512 (2013 – $4,539) and computer hardware and software $21,475 (2013 – $20,421).

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 6
INVENTORIES

(in thousands)

Inventories consist of the following items for resale:

	2014	2013
Postage	$ 1,016	$ 951
Queen's Printer publications	232	247
	$ 1,248	$ 1,198

NOTE 7
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

(in thousands)

The Ministry has an obligation to pay for goods and services acquired by its program areas. It must also remit funds collected on behalf of the Department of Justice and Solicitor General.

	2014	2013
Accounts payable	$ 24,452	$ 22,514
Accrued liabilities		
Employee benefits	13,064	12,643
Other	17,615	19,652
Payable to Department of Justice and Solicitor General	2,018	1,786
	$ 57,149	$ 56,595

NOTE 8
DEFERRED REVENUE

(in thousands)

	2014	2013
Balance beginning of year	$ 288,839	$ 268,771
Received/receivable during the year	602,679	568,739
Less amounts recognized as revenue	(579,777)	(548,671)
Balance, end of year	$ 311,741	$ 288,839

NOTE 9
AMOUNTS NOT REQUIRED TO BE VOTED

(in thousands)

Included in the Ministry's directly incurred expenses are the following amounts:

	2014	2013
Amortization	$ 42,928	$ 50,244
Inventory consumption	12,103	10,859
Provision for employee benefits	215	378
Provision for doubtful accounts	14	11
Land Titles Registrar's assurance liabilities	143	68
Loss on disposal of tangible capital assets	396	609
	$ 55,799	$ 62,169

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 10
CONTRACTUAL OBLIGATIONS

(in thousands)

Contractual obligations are obligations of the Ministry to others that will become liabilities in the future when the terms of those contracts or agreements are met.

	2014	2013
Obligations under operating leases, contracts and programs	$ 326,698	$ 361,851

Estimated payment requirements for each of the next five years and thereafter are as follows:

Year	Total
2014-15	$ 129,051
2015-16	68,033
2016-17	55,790
2017-18	35,450
2018-19	27,899
Thereafter	10,475
	$ 326,698

Contractual obligations totalling $261,232 (2013 - $267,130) represent commitments for the provision and delivery of technology and network services.

NOTE 11
CONTINGENT LIABILITIES

(in thousands)

The Ministry is involved in legal matters where damages are being sought. These matters may give rise to contingent liabilities.

Accruals have been made in specific instances where it is likely that losses will be incurred based on a reasonable estimate. At March 31, 2014, accruals totalling $613 (2013: $551) have been recorded as a liability. The total amount claimed for all likely claims is $33,577 (2013: $34,488). Included in the total likely claims are claims covered in whole or in part by the Alberta Risk Management Fund. The resulting liability, if any, from likely claims in excess of the amounts accrued is not determinable.

The department has been named in eighteen (2013: twenty) claims of which the outcome is not determinable. Of these claims, thirteen (2013: fifteen) have specified amounts totalling $18,800 (2013: $18,976). The remaining five (2013: five) claims have no amounts specified.

Included in the total claims, three claims totalling $3,960 (2013: two claims totalling $250) are covered in whole or in part by the Alberta Risk Management Fund. The resolution of indeterminable claims may result in a liability, if any, that may be significantly lower than the claimed amount.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 12
OVER EXPENDITURE OF AUTHORIZED SPENDING

(in thousands)

The Ministry's total of actual voted expense exceeded the authorized voted expense by $205 and the actual voted financial transactions exceeded the authorized voted financial transactions by $1,218 for the year ended March 31, 2014. As required by the *Financial Administration Act*, this amount must be charged against the voted appropriation for the year ending March 31, 2015. See Schedule 5 to the financial statements.

NOTE 13
TRUST FUNDS UNDER ADMINISTRATION

(in thousands)

The Ministry administers trust funds that are regulated funds consisting of public money over which the Legislature has no power of appropriation. Because the Province has no equity in the funds and administers them for the purpose of various trusts, they are not included in the Ministry's financial statements.

	2014	2013
Business licensing security	$ 4,251	$ 3,516
Miscellaneous trust funds	290	278
	$ 4,541	$ 3,794

NOTE 14
PAYMENT UNDER AGREEMENT

(in thousands)

The Ministry has entered into an agreement with Statistics Canada to explore the feasibility of establishing a secure network for sharing vital event data between federal and provincial organizations. The National Routing System pilot project is fully funded by Statistics Canada.

Costs incurred under this agreement are made by the Ministry under authority of the *Financial Administration Act*, section 25. Accounts payable includes $12 (2013 - $28) of unspent funding contribution received from Statistics Canada. Amount paid under the agreement with Statistics Canada is $258 (2013 - $200).

NOTE 15
BENEFIT PLANS

(in thousands)

The Ministry participates in the multi-employer pension plans: Management Employees Pension Plan, Public Service Pension Plan and Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $14,331 for the year ended March 31, 2014 (2013 - $12,965). Departments are not responsible for future funding of the plan deficit other than through contribution increases.

Notes to the Financial Statements

YEAR ENDED MARCH 31, 2014

NOTE 15
BENEFIT PLANS

(in thousands)
(continued)

At December 31, 2013, the Management Employees Pension Plan reported a surplus of $50,457 (2012- deficiency $303,423), the Public Service Pension Plan reported a deficiency of $1,254,678 (2012- deficiency $1,645,141) and the Supplementary Retirement Plan for Public Service Managers had a deficiency of $12,384 (2012- deficiency $51,870).

The Ministry also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2014, the Bargaining Unit Plan reported an actuarial surplus of $75,200 (2013– surplus $51,717) and the Management, Opted Out and Excluded Plan an actuarial surplus of $24,055 (2013– surplus $18,327). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 16
COMPARATIVE FIGURES

Certain 2013 figures have been reclassified to conform to the 2014 presentation.

NOTE 17
APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Revenues

SCHEDULE 1

YEAR ENDED MARCH 31, 2014

(in thousands)

	2014		2013
	Constructed Budget	Actual	Actual
Fees and licences			
Motor Vehicles	$ 485,000	$ 492,237	$ 467,274
Land Titles	84,500	85,771	81,867
Other	37,500	37,699	35,917
	607,000	615,707	585,058
Other revenue			
Shared Services	60,575	66,613	58,946
Utilities Consumer Advocate	9,195	7,332	6,452
Other	2,575	6,789	3,126
	72,345	80,734	68,524
Total revenues	$ 679,345	$ 696,441	$ 653,582

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Credit or Recovery

SCHEDULE 2

YEAR ENDED MARCH 31, 2014

(in thousands)

	2014		
	Authorized	Actual Cash/ Donation Received	(Shortfall)/ Excess
Shared Services [1]	$ 45,225	$ 49,054	$ 3,829
Utilities Consumer Advocate [2]	9,165	7,332	(1,833)
Residential Tenancy Dispute Resolution [3]	620	638	18
Registry Data Information [4]	300	4	(296)
New Registry Agents	600	-	(600)
	$ 55,910	$ 57,028	$ 1,118
Capital Investment Funded by Credit or Recovery			
Provincial Trails Network[5]	$ 700	$ -	$ (700) [7]
	$ 700	$ -	$ (700)
Financial Transactions Funded by Credit or Recovery			
Shared Services[6]	$ 9,000	$ 8,212	$ (788) [7]
	$ 9,000	$ 8,212	$ (788)

[1] The Ministry receives revenue to recover the cost of providing standardized shared services.

[2] The Utilities Consumer Advocate represents the interests of residential, farm and small business consumers of electricity and natural gas. It influences utility regulations, policies and practices and informs consumers about electricity and natural gas issues.

Eighty per cent of its funding is received through the Balancing Pool (section 148 of the *Electric Utilities Act*) with a further twenty per cent from three provincial natural gas distributors (section 28.1 of the *Gas Utilities Act*). Funding is based on the actual amount expended during the year.

[3] The Residential Tenancy Dispute Resolution service offers landlords and tenants an alternative means of resolving disputes outside of court. The service is designed to be faster, less formal and less expensive than the courts.

[4] The provision of special reports and bulk data transfer of registry data information is recovered through third party agreements.

[5] Funding received from off-highway vehicle users is to be used to enhance the motor vehicles system to accept trail improvement fees.

[6] The Ministry receives revenue to replenish inventory for mail services.

[7] Shortfall is deducted from current year's authorized budget, as disclosed in Schedule 5 of the financial statements.

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Expenses - Directly Incurred Detailed by Object

SCHEDULE 3

YEAR ENDED MARCH 31, 2014

(in thousands)

	2014		2013
	Constructed Budget	Actual	Actual (Restated - Note 3)
Salaries, wages and employee benefits	$ 113,000	$ 129,018	$ 123,503
Supplies and services	190,270	174,156	177,482
Amortization of tangible capital assets	45,280	42,928	50,244
Other	8,860	12,215	10,954
	$ 357,410	$ 358,317	$ 362,183

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Budget Reconciliation

SCHEDULE 4

YEAR ENDED MARCH 31, 2014

(in thousands)

	2013-14 Estimates	Adjustments to Conform to Accounting Policy	2013-14 Constructed Budget
Revenues			
Fees and licences			
Motor Vehicles	$ 485,000	$ -	$ 485,000
Land Titles	84,500	-	84,500
Other	37,500	-	37,500
Other revenue			
Shared Services	60,575	-	60,575
Utilities Consumer Advocate	9,195	-	9,195
Other	2,575	-	2,575
	679,345	-	679,345
Expenses - directly incurred			
Programs			
Ministry Support Services	11,030	-	11,030
Land Titles	13,390	-	13,390
Motor Vehicles	16,055	-	16,055
Other Registry Services	7,990	-	7,990
Registry Information Systems	25,345	-	25,345
Consumer Awareness and Advocacy	22,430	-	22,430
Utilities Consumer Advocate	9,195	-	9,195
Business Services	110,605	-	110,605
Technology Services	141,370	-	141,370
	357,410	-	357,410
Net operating results	$ 321,935	$ -	$ 321,935
Capital spending	$ 40,524	$ -	$ 40,524
Financial transactions	$ 8,750	$ -	$ 8,750

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Lapse/Encumbrance

SCHEDULE 5

YEAR ENDED MARCH 31, 2014

(in thousands)

	Voted Estimate [1]	Supplementary Estimate[2]	Adjustments [3]	Adjusted Voted Estimate	Voted Actuals[4]	Unexpended (Over Expended)
Program Operational						
Program 1 Ministry Support Services						
Minister's Office	$ 610	$ -	$ -	$ 610	$ 635	$ (25)
Associate Minister's Office	255	-	-	255	265	(10)
Deputy Minister's Office	635	-	-	635	852	(217)
Corporate Services	9,478	-	-	9,478	10,329	(851)
	10,978	-	-	10,978	12,081	(1,103)
Program 2 Land Titles	13,220	-	-	13,220	11,867	1,353
Program 3 Motor Vehicles	14,495	-	-	14,495	14,953	(458)
Program 4 Other Registry Services	7,400	-	600	8,000	8,241	(241)
Program 5 Registry Information Systems	19,045	-	-	19,045	22,242	(3,197)
Program 6 Consumer Awareness and Advocacy	19,915	-	-	19,915	20,459	(544)
Program 7 Utilities Consumer Advocate	9,165	-	-	9,165	7,370	1,795
Program 8 Business Services						
Procurement and Administration Services	47,735	770	-	48,505	40,143	8,362
Financial and Employee Services	20,555	-	-	20,555	18,292	2,263
Business Services Systems	18,180	-	-	18,180	20,564	(2,384)
	86,470	770	-	87,240	78,999	8,241
Program 9 Technology Services						
Technology Operations and Infrastructure	80,320	-	(1,500)	78,820	93,185	(14,365)
Enterprise Services	19,550	-	-	19,550	13,842	5,708
Network Services	21,760	-	-	21,760	19,228	2,532
	121,630	-	(1,500)	120,130	126,255	(6,125)
Program 10 2013 Alberta Flooding	-	125	-	125	51	74
Total	$ 302,318	$ 895	$ (900)	$ 302,313	$ 302,518	$ (205)
Lapse/(Encumbrance)						$ (205)

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Lapse/Encumbrance

SCHEDULE 5

YEAR ENDED MARCH 31, 2014

(in thousands)

	Voted Estimate [1]	Supplementary Estimate [2]	Adjustments [3]	Adjusted Voted Estimate	Actuals [4]	Unexpended (Over Expended)
Program - Capital						
Program 5 Registry Information Systems	$ 9,266	$ -	$ 3,745	$ 13,011	$ 8,075	$ 4,936
Program 6 Consumer Awareness and Advocacy	-	-	-	-	77	(77)
Program 8 Business Services	13,050	2,600	-	15,650	13,552	2,098
Program 9 Technology Services	18,208	-	6,389	24,597	15,996	8,601
Credit or Recovery (Shortfall) (Schedule 2)	-	-	(700)	(700)	-	(700)
Total	$ 40,524	$ 2,600	$ 9,434	$ 52,558	$ 37,700	$ 14,858
Lapse/(Encumbrance)						$ 14,858
Financial Transactions						
Program 1 Ministry Support Services	$ 15	$ -	$ -	$ 15	$ -	$ 15
Program 2 Land Titles	150	-	-	150	-	150
Program 3 Motor Vehicles	1,560	-	-	1,560	-	1,560
Program 4 Other Registry Services	585	-	-	585	-	585
Program 6 Consumer Awareness and Advocacy	20	-	-	20	-	20
Program 8 Business Services	6,420	-	3,000	9,420	12,180	(2,760)
Credit or Recovery (Shortfall) (Schedule 2)	-	-	(788)	(788)	-	(788)
Total	$ 8,750	$ -	$ 2,212	$ 10,962	$ 12,180	$ (1,218)
Lapse/(Encumbrance)						$ (1,218)

[1] As per pages 195 to 197 of the 2013-14 Government Estimates.

[2] Per the Supplementary Supply Estimates approved on March 21, 2013 and December 11, 2013.

[3] Adjustments include encumbrances, capital carry forward amounts and credit or recovery increases approved by Treasury Board and credit or recovery shortfalls. An encumbrance is incurred when, on a vote by vote basis, the total of actual disbursements in the prior year exceed the total adjusted estimate. All calculated encumbrances from the prior year are reflected as an adjustment to reduce the corresponding Voted Estimate in the current year.

[4] Actuals exclude non-voted amounts such as amortization and valuation adjustments.

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Salary and Benefits Disclosure

SCHEDULE 6

YEAR ENDED MARCH 31, 2014

	2014				2013
	Base Salary [1]	Other Cash Benefits [2]	Other Non-cash Benefits [3]	Total	Total
Senior Official					
Deputy Minister [4] [5]	$ 279,376	$ 679,592	$ 53,707	$ 1,012,675	$ 341,333
Executives					
Assistant Deputy Ministers					
Consumers [6]	173,417	1,850	50,792	226,059	224,790
Open Government [7]	192,152	1,850	55,555	249,557	246,537
Registries [8]	176,198	1,850	52,829	230,877	248,563
Service Modernization [8]	203,984	15,951	62,774	282,709	259,288
Shared Services [9]	192,152	1,850	58,562	252,564	220,817
Executive Directors					
Human Resource Services	157,305	1,850	43,294	202,449	199,636
Strategic Planning and Financial Services	157,305	6,690	44,235	208,230	200,355

[1] Base salary includes regular salary and earnings such as acting pay.

[2] Other cash benefits include vacation payouts and lump sum payments. There were no bonuses paid in 2014.

[3] Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life insurance, short and long term disability plans, professional memberships and tuition fees.

[4] Automobile provided, no dollar amount included in other non-cash benefits.

[5] The position was occupied by two individuals at different times in 2014 and 2013.

[6] The position was occupied by two individuals at different times in 2014 and three individuals at different times in 2013.

[7] The position of Assistant Deputy Minister, Information Services was renamed to Assistant Deputy Minister, Open Government in 2014.

[8] The position of Assistant Deputy Minister, Enterprise Services was renamed to Assistant Deputy Minister, Service Modernization in 2014, and was occupied by two individuals at different times in 2014.

[9] The position of Assistant Deputy Minister, Business Services was renamed to Assistant Deputy Minister, Shared Services in 2014, and was occupied by three individuals at different times in 2013.

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Related Party Transactions

SCHEDULE 7

YEAR ENDED MARCH 31, 2014

(in thousands)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's financial statements. Related parties also include key management personnel in the Ministry.

The Ministry and its employees paid or collected certain taxes and fees set by regulation for premiums, licences and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this schedule.

The Ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	Other Entities	
	2014	2013
Revenues		
Shared services billings to other ministries	$ 66,613	$ 58,946
Registry data information	-	9
	$ 66,613	$ 58,955
Expenses - directly incurred		
Insurance charges from the Department of Treasury Board and Finance	$ 161	$ 158
Parking charges from the Department of Infrastructure	7	7
	$ 168	$ 165
Tangible capital assets transferred in (out)	$ 130	$ (6,241)
Receivables from Alberta Government departments and agencies (Note 4)	$ 1,926	$ 1,150
Payable to the Department of Justice and Solicitor General (Note 7)	$ 2,018	$ 1,786

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements but are disclosed in Schedule 7.

	Other Entities	
	2014	2013
Revenues		
Shared services	$ 104,894	$ 101,322
Expenses - incurred by others		
Accommodations from the Department of Infrastructure	$ 21,467	$ 22,192
Legal services from the Department of Justice and Solicitor General	1,850	1,738
Other	285	268
	$ 23,602	$ 24,198

MINISTRY OF SERVICE ALBERTA

Schedule to Financial Statements

Allocated Costs

SCHEDULE 8

YEAR ENDED MARCH 31, 2014

(in thousands)

Program	2014 Expenses [1]	2014 Expenses - Incurred by Others: Accommodation Costs [2]	2014 Expenses - Incurred by Others: Legal Services [3]	2014 Expenses - Incurred by Others: Other Costs [4]	2014 Total Expenses	2013 Total Expenses (Restated - Note 3)
Ministry Support Services	$ 12,208	$ 2,196	$ 89	$ 285	$ 14,778	$ 13,448
Land Titles	12,825	1,722	99	-	14,646	15,275
Motor Vehicles	20,065	596	147	-	20,808	21,924
Other Registry Services	9,554	895	243	-	10,692	9,977
Registry Information Systems	23,337	230	-	-	23,567	22,129
Consumer Awareness and Advocacy	20,638	3,619	606	-	24,863	24,272
Utilities Consumer Advocate	7,363	158	25	-	7,546	6,630
Business Services	102,895	8,567	567	-	112,029	111,264
Technology Services	149,381	3,484	74	-	152,939	161,462
2013 Alberta Flooding	51	-	-	-	51	-
	$ 358,317	$ 21,467	$ 1,850	$ 285	$ 381,919	$ 386,381

[1] Expenses - directly incurred as per Statement of Operations.

[2] Costs shown for accommodation provided by the Department of Infrastructure on Schedule 8 are allocated to each program by employee.

[3] Costs shown for legal services provided by the Department of Justice and Solicitor General on Schedule 8 are allocated based on estimated costs incurred by each program.

[4] Costs shown for internal audit, and air transportation services provided by the Department of Treasury Board and Finance and the Government of Alberta learning centre provided by Executive Council on Schedule 8 are allocated based on costs incurred by each program.

Statutory Report

Public Interest Disclosure Act

Section 32 of the *Public Interest Disclosure Act* requires the Ministry to report annually on the following parts of the *Act*:

(a) the number of disclosures received by the designated officer of the Public Interest Disclosure Office, the number of disclosures acted on and the number of disclosures not acted on by the designated officer;

(b) the number of investigations commenced by the designated officer as a result of disclosures;

(c) in the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations made or corrective measures taken in relation to the wrongdoing or the reasons why no corrective measure was taken.

In 2013-14 for the Ministry, there were no disclosures of wrongdoing filed with the Public Interest Disclosure Office.

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